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Leading and Implementing Workplace Change

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Change Management Plan

Executive Summary

This report is focused on analysing the change initiative that is undertaken by Wizz Air, a European low-cost airline company providing service to different nations. At the beginning, this report will show the organisational overview of Wizz Air with the analysis of external factors. In this section, there will be discussion of a change initiative undertaken by this organisation. The impact of this change initiative on the organisational culture and other areas of Wizz Air will be also identified in this section. Later, in second section, there will be discussion of different change models that can be applied by Wizz Air and among these change model a particular model will be selected for the change initiative of this organisation. In the last section, there will be implementation strategy of the change initiative undertaken by Wizz Air. In this section, plan for implementation, suitable leadership style and possible impact of the change initiative will be discussed too. At the end of this report, a summary of the discussion and few recommendations for the change initiatives will be given.

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Introduction

The purpose of the report is to identify major change initiatives undertaken by organisations. In this case, a major change initiative that has been undertaken by Wizz Air will be discussed here. This organisation has gone through different changes in the recent years and made modifications in the service. Among them, going for customer-focused operational improvement through “Future is PINK” campaign is one of the major ones. This company has been chosen for the discussion as the company undergoes with different changes for improving the service quality of the organisation. With those changes the organisation is developing service and engaging more customers over the years (Singh, 2022). Different change models will be discussed in this report including Kotter’s 8-step change model, Lewin’s change management model and ADKAR change management model. Total three sections will be included in this report. The basic information of the company will be discussed in section-1, the change management models will be discussed in section-2 and implementation strategies of the change management will be discussed in section-3. The expected outcome of this report is to identify the change management initiative of Wizz Air.

Section 1. Critically evaluating the adopted change management process and identifying the suitable strategic change option

Brief overview of Wizz Air with the history of dealing with changes

From the beginning of its foundation in 2003, Wizz Air has been deemed an important contender of the European low-cost airline industry offering its services to over 150 destinations in Europe and other continents (Burnes, 2023). There are various challenges and requirements in the flight industry where the airline has managed to perform great and focused on sustainability and with the customer experience.

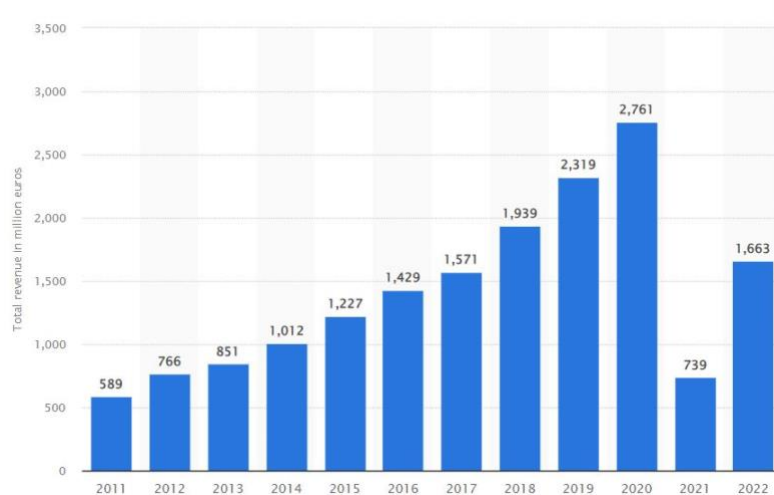


Figure 1: Revenue recovery by Wizz Air after COVID

Source: (Nagel, 2023)

Wizz Air in its sustainable development plan has pledged to have 10% of its flights profiled with SAF by 2030, with a view to cutting its carbon emissions per passenger kilometre by 25%. Furthermore, the social and environmental concern is also depicted by the fact that the airline has trimmed down its carbon intensity by 11%. Wizz Air has stepped up its customer service delivery; it came up with the “Future is PINK” strategy to boost uptime, cut cancellations, and offer refunds. Fixed fares and aids for the regular consumers are provided in the flight subscription service, Wizz MultiPass (Karp & Helg, 2023). Expansion activities consist of the most extensive schedule offer in the Italian market in history, substantial investments in the further development of new routes and an increase in capacities, further consolidating the company’s market presence. All these strategies and investments will therefore be seen to depict Wizz Air’s commitment to growth, sustainability as well as its commitment to deliver superior customer experience.

The external elements during and post-covid time that worked as change drivers

Different external factors have worked as change driver for Wizz Air during and post-covid period.

Here are some of the major ones-

Table 1: External Analysis (PESTEL Analysis)

External Factors	Description
Political	Measures such as banning of travels and having quarantine areas affected travel in a significant way (Todnem, 2021). Wizz Air faced dynamic legal systems that affected the routes and the operations of the business environment.
Economic	Downfall in the economy and therefore people's purchasing power resulted to lower demand for flights. Wizz Air then counteracted this by sticking to their least cost model through waste leader fares in an attempt to appeal to price-sensitive guests and employing various cost-cutting strategies that would help it sustain itself financially.
Social	Shift in passenger needs, preferences and especially new emphasis placed on health and safety measures made Wizz Air improve its health policy (Combe, 2020). The airline ramped up hygiene measures, had touchless points at the disposal, and such flexible policies designed to instil and lure customers.
Technological	The pandemic forced customers worldwide to increase the usage of digital platforms and thus required Wizz Air to develop them. This included the upgrades to the mobile application and its website to enhance the customers' experience as well as the introduction of the new methods of working that are automated.
Environmental	This forced Wizz Air to move up the sustainability agenda as the world grapples with increased environmentalism and regulatory action (Hughes, 2020). The airline has had a target of the reduction of carbon emission and stepped-up investment in SAFs.
Legal	This was because the company had to meet new and emerging aviation regulations and also passenger rights laws consequently caused the firm to make regular changes to its policy and procedures (Griffith, 2021). There was

	also hard and close cooperation with the regulatory bodies for the compliance with new regulation standards.
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For the changes that were bound to take place, Wizz Air acted in a rather adaptively flexible manner. The management of this airline channelled efforts to achieving operational profitability within cost structures and leveraging on the digital and health safety amenities to address new consumer demands. Continued investment in IT and sustainable endeavours ensured Wizz Air was ready and adapted to move swiftly from one market/ regulatory shifts or crises such a pandemic.

Leadership style that Wizz Air used to manage the change

In order to administer the “Future is PINK” campaign, at Wizz Air both transformational and strategic leadership approaches were used. Transformational leadership was evident in the communication of an organisational vision that would advance punctuality, cut on cancellations, and customer satisfaction (Combe, 2020). Such an approach created a culture of cooperation and overcame the employees’ resistance to change, which made them follow the new objectives.

Strategic management was also a key consideration with leaders committing a lot of money such as the £90 million for operations upgrade. This foresight enabled the airline to lay down strategies to tackle the higher traffic on the skies and other challenges that may come along. In the same way, Wizz Air leadership showed more positive action strategies by discussing with the relevant authorities on right policies and procedures for the benefit of company and passing more steps to show their good intention to provide operational and customer satisfaction (Harkness, 2021). This dual approach was very useful as it supported both the tactical and strategic levels of managing.

Impact on the organisational culture due to implementation of change

The case of the “Future is PINK” campaign at Wizz Air has shifted the organisational culture towards customer focus and efficiency orientation. The employees were coached through a cultural change leadership style that entailed teamwork, creativity, and ownership (Singh, 2022). This created good organisational focus where staff got committed to meaningfully contribute towards punctuality as well as minimise the number of cancelations.

It was working on strategic investments and operation improvements and became a part of the culture of learning and resilience. The management of Wizz Air made these changes in consultation with employees and ensured that the employees get the resources and support needed for the same; thus, the company created a culture of ownership and dedication (Todnem, 2021). Also, involving different regulators to improve policies and actions maintained the compliance-

oriented perspective and search for ways to overcome possible issues, which, in turn, would yield in increased customer controllership for entrepreneurs and innovation satisfaction and effective operations (Harington, 2022). These two characteristics were beneficial in maintaining the focus on change in the short- and long-term while simultaneously instilling the importance of thinking strategically on the organisation.

Areas that Wizz Air could have done better in change management

While conducting the “Future is PINK” campaign, Wizz Air could have enhanced several factors of change management practices. First of all, increase of frequency and **openness of communication** with employees at different levels of the company would have created a more open workspace.



Figure 2: Areas of improvement for Wizz Air in change management

Source: (Burnes, 2023)

Strategic and transformational leadership was therefore apparent, perhaps more frequent updates and **incorporating frontline staff** within decision-making may have enhanced commitment to the change process and lessened opposition. Secondly, increasing the conduction of **training and development** that would enable the employees to master new competencies that they could require to meet the new operation standards would have been helpful (Kaur et al., 2022). Finally, Wizz Air could have enhanced the mechanisms of **addressing customers** and capturing their feedback during the change process to enable its timely response and appropriate modifications based on passengers’ sentiments and perceptions. These areas could have been followed to a better extent to enhance the improvement of the implementation and general prospect of the campaign.

Identifying any suitable area that may need to be changed in the future

Due to the contemporary uncertainty and volatility world in the national and international business environment, Wizz Air may have to boost its flexibility and adaptability through organisational changes (Frost, 2022). A less centralised set up would enable regional managers and lower-tiers of employees to make decisions faster and within the micro-environment of each geographic area, which would make the organisation's operations approach more flexible.

By practicing a more appropriate style such as situational leadership, the different situations in the various markets could effectively be tackled. Such a tactic would help leaders to be more informed in their management approach regarding their subordinates' needs, making work environments more productive (Mrna & Badanik, 2021). Last of all, the work in creating a positive culture in Wizz Air by valuing the culture of innovation, learning and change will support the company in being future proof. Thus, flexibility, decentralisation, and communication constitute essential strategies that will enable the organisation to address future complexities effectively.

Section 2. Critically evaluating the change management models

Critically evaluating different change management models

Lewin's change management model

Lewin's change management model is a foundational framework that consists of three stages. In this type of strategy, three key processes are followed namely, unfreeze, change as well as refreeze. The **Unfreeze stage** describes getting the organisation ready for change, which means seeking the organisation's consent to change by questioning the current structures (Geada & Anunciação, 2020). This may entail exaggerating the discrepancy with the present norms, ideas, practices, and getting people to buy into change. The **change stage** is where the change happens and people actually move to the new behaviours.

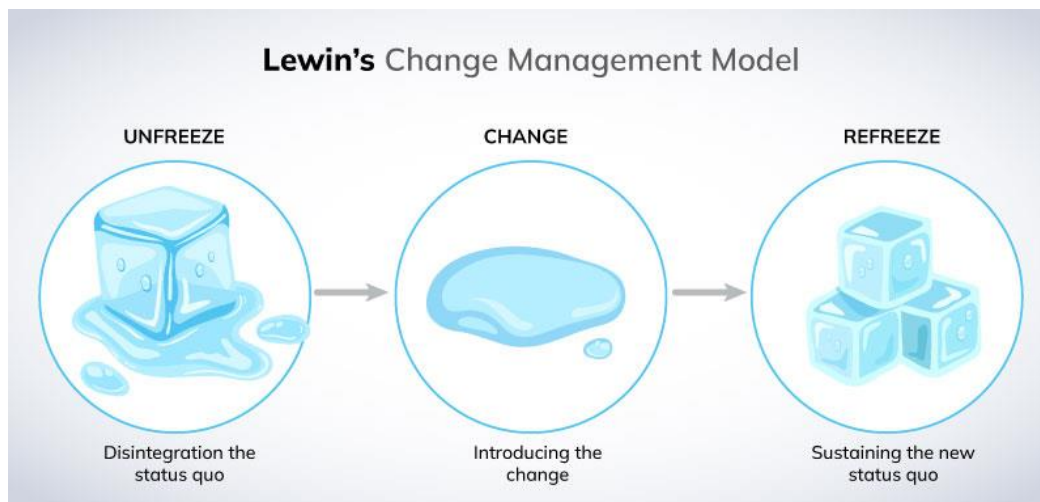


Figure 3: Lewin's change management model

Source: (Roberts, 2020)

In this stage, new behaviours, processes, and mentality are inserted in the organisational structure of the company. The key aspect of facilitating organisational change is communication, support and education to everyone in embracing change. The last step of the process is the **refreeze** step that completely stabilises the new state that was gained due to the change. This entails ensuring that status quo is maintained after change of the psychology. The new processes and any changes in behaviour remain within the organisation and the organisation goes back to its normal functioning (Kaur et al., 2022). This stage typically incorporates the strategies of how the change could be maintained for instance new policies, practices and measure of performance. Lewin's model is very simple and easy to grasp tool for change management is one of the reasons why managers prefer it. But it has been criticised for being non-progressive and over-simplification of

organisation change by over-emphasising linearity and not the cyclical tendencies of change in the organisations of the modern world.

ADKAR change management model

The ADKAR model, introduced by Prosci, talks about the five psychological elements including awareness, desire, knowledge, ability, and reinforcement that focuses on the individual level of change management. Awareness is an ability to educate people on the need to change (Tłoczyński, 2023). This is important because the public has to be made to embrace change and this can only be possible if they are made to see the need for change.



Figure 4: The ADKAR change management model

Source: (Frost, 2022)

This aspect of desire is all about cultivating a positive attitude that will help in backing the change and taking an active part in it. It is very important to emphasise that this step is associated with the analysis of the personal motives and issues. Education encompasses the process of informing or training people about the process to enable them to transform. Enabling is the process, by which change occurs in terms of the acquisition of new skills and behaviours. Last of all, reinforcement is the practice of how the changes will be maintained over time and this might take the effort of the support or even recognition (Slater et al., 2023). The ADKAR model proves effective in situations where the emphasis is paid on individual change, which, in its turn, is vital for general change within an organisation. Nevertheless, its use might be less justified when dealing with extended changes during which an organisational perspective is needed to address structural or system issues of the organisation.

Kotter's 8-step change model

Lewin's model focuses mostly on the urgency of change and does not go deep into the actual process of change implementation, while Kotter's 8-step change model further widens the picture

and suggests further actions. The first is to build awareness of the current environment that is needed to change the motivation of the stakeholders (William, 2021). The second step is to get collectively strong community membership to support the change. The third step is the visioning a change that means to define how would the future differ from the past.

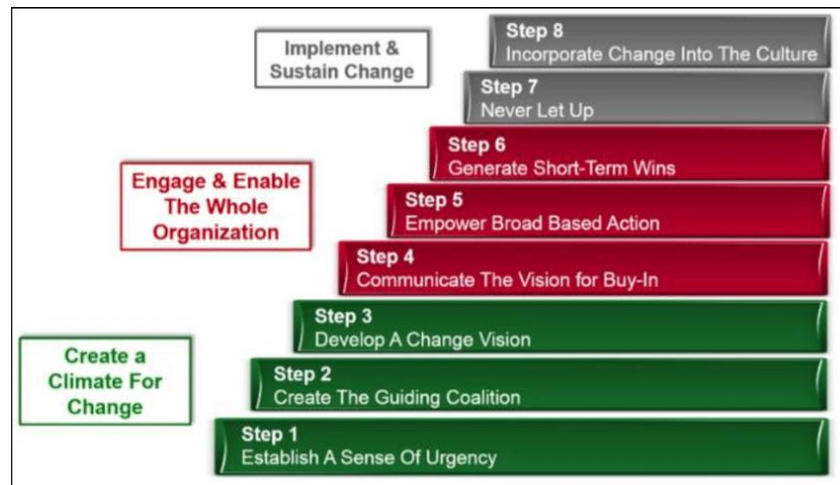


Figure 5: Kotter's 8-step change model

Source: (Black & Edgecombe, 2022)

The fourth step focuses on the provision of information of the vision throughout a given organisation. The fifth process is to enable all people to work towards the vision by managing and eliminating roadblocks to constructive criticism. The sixth activity is called as generating crib sheets which involves in developing shorter term wins which in turn help to create more energy and confirm that the efforts made are worth it. The seventh intervention is therefore ensuring that the change progress is built up to produce even more change, whereby initial successes gathered are put into further change procedures (Рюлев, 2021). The last step is the eighth one and it involves locking in the changes into the organisation so that they last bringing the process to an end. This work, Kotter's model, is particularly famous for its comprehensiveness on leadership and vision. Although it is viewed as a process of improvement where proactive measures can be taken to enhance organisational performance, it may be considered as too bureaucratic and difficult to adopt in organisations operating in very competitive and constantly changing environments.

Identifying suitable change management model for implementing the identified strategic change for Wizz Air

Kotter's 8-step change model would be the best option for Wizz Air. Certain reasons are associated for selecting this model as the best option for the organisation. Here are some of them-

Comprehensive structure: The strengths of Kotter's model include the fact that it presents the process of change in a very clear and precise manner to ensure that after every step, major areas have been covered (Mrna & Badanik, 2021). This is important for Wizz Air as it is currently in a state of transition facing factors experienced during operation, business management, and growth, such as, Due to the model's map –like structure, it provides a good strategic framework for the organisation because it enshrines plans that seek to avoid risks associated with change while following a proper implementation plan.

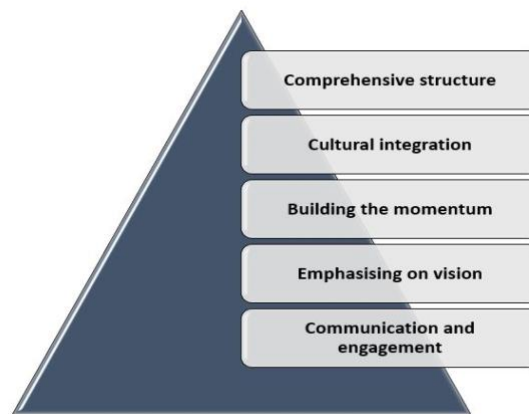


Figure 6: Effectiveness of Kotter's 8-step change model

Source: (Geada & Anunciação, 2020)

Cultural integration: This model also relates to anchoring the new approaches in the organisation's culture to make the changes sustainable. From the case of Wizz Air, the implementation and establishment of new practices in to the corporate organisational culture ensures that retaining of the improvements is well done and the firm continues to adapt to new needs in the industry (Kaur et al., 2022). **Communication and engagement:** Kotter's model also highlights the importance of communication as one of the essential factors to be followed. Some of the actions, which are implicated within the change model include communication of vision, and empowerment of broad-based action, which make sure that all the employees are informed and involved in the process (Geada & Anunciação, 2020). When there are a lot of changes in the organisational environment like in the case of Wizz Air, such messages clarify the desired change objectives for all the relevant stakeholders and minimise uncertainties. **Emphasising on vision:** The Wizz Air has to have strong leadership concentrated in one person and the clear vision of the whole team. The first step of creating search for urgency is an essential process to develop support throughout the organisation which is important for an industry conveyed with incessant change

and high competition. Having a strong team in place guarantees that you align a committed team to head the change initiatives and steer the process. This guarantees that the change initiatives are supported across the organisation. **Building the momentum:** The essential activities thereafter include creation of short-term wins & maintaining the gains created (Roberts, 2020). They help to make sure that early on in the change process the organisation will be able to note improvements and see the light at the end of the tunnel, the morale is boosted, and the organisation is more motivated to change.

Section 3. Proposal and implementation of change strategy

A change management plan

If Wizz Air wants to actualise its strategies under the “Future is PINK” campaign in achieving operational improvements, it should follow certain essential principles based on Kotter’s 8-Step Change Model. First, **creating awareness** of the concept of time across the organisational departments is very important. When the requirements for change and the advantages of the process are described comprehensively, stakeholders will recognise the threats which can follow from the continuation of the existing practice (Frost, 2022). Thus, it provides the basis for building a common motivation. In this approach, one **gathers influential persons** in the organisation’s leadership and important employees, which afford leadership and widespread support for change. These leadership will help the organisation to manage any such resistance as well as bring all sections of the organisation to the visions.

There is a need to tread the process with veil of constant and **clear communication**. It is necessary to inform the employees and maintain an active two-way communication system where updates can be posted, employees can convey any issue they encounter. **Evaluating the decision** is possible to empower employees by the training which is needed for the processes of integration. Making them interested in it and giving recognition and importance to what they can contribute, also helps make them develop ownership on the process (Руюлев, 2021). Last but not the least, the implementation of **short-term goals and accomplishments**, and incorporating new practices as part of the organisations’ culture helps to maintain change. Rewarding performance enhances team spirit and helps in maintaining the change by focusing on the efforts needed to keep the change going hence making the change more sustainable.

Suitable leadership approaches for initiating and implementing identified strategic change

The participative leadership approach will offer support in initiating and implementing the strategic change that is customer-focused through operational change. Here are the reasons-

Ensuring collaboration: Participative leadership entails the use of all subordinates in the workplace when making decision (Slater et al., 2023). As leaders recommend, this approach entails pooling a lot of information from different sources while making the staff members feel involved. It also guarantees that the needs, and suggestions are captured from the impacted parties, thus increasing their ownership of the change as well as minimising resistance. **Recognising and**

celebrating: Employee recognition is therefore vital since it involves acknowledging and admiring the dedication, achievements and input of personnel. Other aspects that should be noted by participative leaders include acknowledging the individual and team gains thus improving on the morale of the change processes (Tłoczyński, 2023). This also creates a momentum during implementation and keeps the workforce motivated throughout the implementation process in the recognition of small successes and the achievement of short-term goals.



Figure 7: Participative leadership approach

Source: (Black & Edgecombe, 2022)

Ensuring transparent communication: Commonly, tasks in the organisation and activities of a participative leadership practice require free reporting. It is recommended that leaders need to provide frequent reminders to employees about the vision related to the “Future is PINK” the advancement in tackling obstacles and recent accomplishments to this cause. Maintenance of forums facilitating change feedback and discussions aids in controlling any concerns that develop within a team to prevent the employees and team members from drifting off from the change objectives. **Empowering and supporting:** In the new operational structure, the participative leadership therefore motivates the employees towards the tasks to be performed at every level by endowing them with all the tools, the resources and the prerogative to implement decisions hence achieving the set goals and objectives (William, 2021). This leads to the acquisition of confidence and competence hence improving the transition processes. Managers should reassure the employees, being available to listen to their issues as well as being available to guide the employees whenever needed to facilitate their adjustment into the new roles.

Step by step process for implementation of the change strategy

For the customer-focused operational change initiative “Future is PINK,” the following plan will be best suited- **Creating urgency:** Selling the things that need to be done operationally must be ensured by creating an urgency (Harkness, 2021). Creating the concept for the “Future is PINK” with emphasising such goals of the company as improvement of punctuality, customer satisfaction and effectiveness. **Building a change team:** Convene a team of change champions comprising of departmental heads and other employees within the production line. This team will be responsible for assisting as well as guiding and dealing with any resistances or issues.

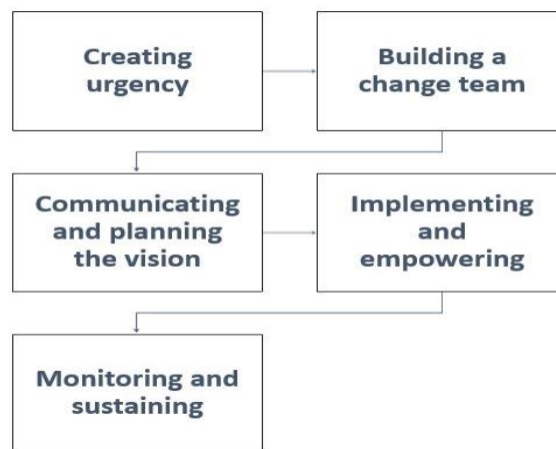


Figure 8: Step by step process

Source: (Burnes, 2023)

Communicating and planning the vision: This should be done using various media to create a clear follow up and to ensure all workers are abreast with the vision and the plan. Continuous implication of these applications alongside being receptive to people’s opinions through various meetings, updates, and forums will sustain interest and support. **Implementing and empowering:** It is recommended to implement the improvements gradually during pilot projects. Ensure that employee understands the new policy, they are provided with the necessary tools and empowered to make their decisions in this new dispensation. Request comments and suggestions and revise as much as possible (Harington, 2022). **Monitoring and sustaining:** Persistent evaluation of the project’s status is necessary, and short-term achievements should be used to maintain a positive trend. Imbed the new behaviours and approaches into the culture of the organisation by conducting awareness, training support and reward programs continuously. Self-assessment and the subsequent analysis of the strategy should be a constant process to guarantee the constant sustainability of the established goals and the improvement of the circumstances in the long run.

Identifying the impact of implementing the change strategy on the culture of Wizz Air

The operational change in Wizz Air through the “Future is PINK” campaign will bring important cultural change by focusing on a **customer-oriented approach**, bringing the customer considerations as a priority to employees’ procedures, and enhancing punctuality, and service quality. Inter-company **cooperation and combined diversity** will also improve as employees accept the change process and get engaged in it hence boosting morale (Singh, 2022). Severally, this approach of involvement creates the impression to the employees that they matter and that they are part of the company’s success.

The desire for constant improvement as well as **innovation** will foster the culture that responds well to change and drives toward greater efficiency. Feedback and continuous focusing on short-term successes will make the team have mindset focused on constant development and learning (Hughes, 2020). Lastly, there will be **increased accountability** and empowering of others. Through the delivery of relevant training as well imparting of appropriate authorisations to employees, the latter shall embrace their functions proactively and hence be in tune with the strategic direction of the firm (Griffith, 2021). Such cultural changes will develop a new high-level adaptable, customer-oriented, and constantly learning organisation, which is crucial for an airline company in a rather competitive and volatile environment.

Conclusion & Recommendations

Summary

The “Future is PINK,” seeks to enhance operation performance and timeliness as well as satisfaction the consumers. The change will drive culture of focusing on customers, thereby making delivery of excellent services will be Wizz Air’s major goal. Partnership and incorporation, and also work involvement by employees will enhance, since they are embraced in change process and their views are considered thus enhancing their morale. Focusing on the topics such as improvement and innovation will ensure that the organisation adopts change and search for efficiency (Nagel, 2023). Also, the expected outcome is that it will increase accountability as well as empower employees since they will be proactive on the duties to be performed. These changes will bring dynamism, responsiveness and most importantly customer orientation that will enhance the way Wizz Air operates within a competitive and fast changing market environment.

Recommendations

- ❖ It is necessary to ensure that it offers intensive training sessions to assist the employees in gaining the critical skills and knowledge in the new operational enhancements (Combe, 2020). This will provide easy transfer between the cycles and increase the confidence during the handling of new processes.
- ❖ Introduce the habitual procedure of exchange of opinion where the employees can reveal some observations and worries. This will enable one to correct mistakes as soon as possible and also assume a culture of change essentially to find better ways of operating.
- ❖ Begin programs that will support getting in touch with the customers and later receiving feedback on the improvements on services. Appreciation of customer views will also be helpful in improvement of formulated strategies in order to increase customer satisfaction.
- ❖ Solid recognition and reward programs for employees and their achievements should be established (Karp & Helg, 2023). The fact that employees’ efforts will be acknowledged will encourage them to maintain that performance to avoid complacency in the process of change.

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